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Post Office Box 8043
Southwest Station
Washington, D. C. 20024

#08017

27 APR 1967

REGISTERED

Subject : Task Order No. 17(8621)67 R
Basic

Gentlemen:

Reference is made to the subject task order entered into with your firm as of 12 December 1966.

A recent meeting held by the Contracting Officer with the Technical Representatives responsible for this task order has brought out an expression of concern by the Technical Group as to the adequacy of the work being performed. Specifically this concern is predicated on the impression that the project has suffered from a dilution of management, supervision, and technical direction. It is the opinion of the Center that the recent organizational restructuring within reduced the effectiveness of the team as compared to that originally proposed and agreed upon for Phase II of this project. This becomes significant when the agreed upon goals of the present contract appear to be adversely affected. Some examples are as follows:

a. Conversations with some of the team members offer disturbing evidence that few have any apparent knowledge of the other's efforts. This leads to the question of "what kind of system integration control is being exercised and by whom?"

b. Many Center component representatives are forced to go over the same ground with each of the team members just to bring them up to speed. Despite the knowledge of Center operations acquired during Phase I, it appears that considerable time is currently being expended in basic fact gathering and training exercises. These exercises are hardly the responsibility of the Center. It should be

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[redacted]

25X1A the task of the [redacted] personnel who gained this knowledge through performance of Phase I to present the necessary briefings to the new team members.

c. Data contained in SCR 288 left the impression that the [redacted] team was prepared to move directly into consideration of alternative methods for satisfying requirements of the IIS conceptual design, including trade-off analyses of the various alternatives being considered. A review of preliminary draft memorandums of work being performed, however, leads to the conclusion that many team members are still trying to grasp the current modus-operandi and in many cases are playing back poor copies of existing concepts as being recommended, without proposing any new and original alternatives to choose from.

d. Certain of the liaison visits made by [redacted] team members do not appear to be well-coordinated efforts in terms of making effective use of available time. As an example, one junior team member arrived at the Center at approximately 1100 hours, made an appointment to visit one Component at 1315 hours and departed the Center for home at 1500 hours on the same day. This appears to be a very expensive round trip for a few hours of fact gathering.

25X1A e. As originally conceived and as verbally discussed with the [redacted] Project Manager at the time of the contract agreement, it was understood that study efforts "a" through "o" would be developed "in close coordination with the Center components affected," and that resulting sign-off memorandums would in reality thus be routine matters. It is felt that in the fulfillment of some study tasks, the coordination cycle is limited to a few key components and does not include all components mutually agreed upon as having an active interest.

25X1A f. In a recent [redacted] presentation to two Center Component Chiefs concerning an important aspect of the IIS system, the visiting [redacted] team member gave little evidence of advance preparation for the purported discussion which was to present [redacted] position in the particular matter--this despite the fact that there were at least three hours elapsed time between his arrival and the time of briefing. There was no attempt on his part to take the initiative in directing the discussion and better than 1 1/2 hours of two Component Chief's time was used to gather facts that could have been obtained at the worker level.

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g. [] third monthly progress report, covering the period 1-28 February 1967, cites under Part A that a Position Paper for Task 1c (Product Set) was being presented to the Center. The referenced memorandum was received, but the Technical Monitors could find no semblance of a "position" being taken by [] on this subject. This coupled with a reported 65% completion factor for this task left considerable doubt as to what kind of attention was being given to this critical item.

The above Technical Office impressions as to the progress of the subject contract were conveyed to [] by telephone on 23 March 1967. The situation was further discussed with [] at the Center on 28 March 1967. During this latter discussion it developed that slippage of one to two weeks would indeed occur in the scheduled delivery of five of the subtasks due for delivery during April. Both [] and [] offered assurances that the scheduled overall delivery dates would not however be affected by the subtask slippages.

Inasmuch as this task order contains an award fee based largely upon performance it is considered that [] should be made aware of the present concern of the Technical Representatives regarding the adequacy of performance to date. What is desired by the Technical Office is reassurance that future work will include a revitalized full time and dynamic approach to the overall project management, more effective utilization of personnel resources, minimum disruption of Center personnel to provide background training that can be provided from within [] resources, indications of creative thinking and analysis in terms of proposing alternatives for the IIS and more factual monthly reports.

Very truly yours,

[]

[]

Duly Authorized Representative

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